

AGENDA ITEM I-5



**CITY OF LODI
COUNCIL COMMUNICATION**

AGENDA TITLE: Update on Process of Recruitment for New City Manager, Authorize Mayor Hansen to Execute an Agreement with CPS Executive Search, and Appropriate Funds up to \$25,500

MEETING DATE: August 18, 2004

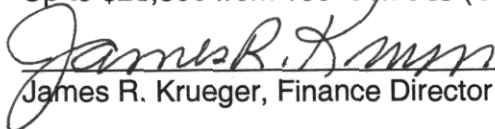
PREPARED BY: City Clerk

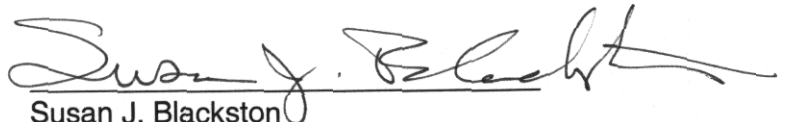
RECOMMENDED ACTION: That, following an update on the process of the recruitment for a new City Manager, Council, by motion action, authorize Mayor Hansen to execute an agreement with CPS Executive Search and appropriate funds up to \$25,500.

BACKGROUND INFORMATION: On August 4, 2004, the City Council authorized Mayor Hansen to negotiate with the firms of 1) CPS Executive Search and 2) Bob Murray & Associates regarding a contract and process for recruiting a new City Manager and to make a recommendation to Council on August 18, 2004.

Mayor Hansen has met with representatives from both firms, and following an update on the recruitment process, it is recommended that City Council take appropriate action.

FUNDING: Up to \$25,500 from 100401.7323 (City Manager/Professional Services)


James R. Krueger, Finance Director


Susan J. Blackston
City Clerk

SJB/jmp

APPROVED: _____
Janet S. Keeter, Interim City Manager



RECEIVED

2004 AUG 16 PM 4:39

CITY CLERK
CITY OF LODI

Executive Search

PROFESSIONAL SERVICES AGREEMENT

CPS Executive Search, a Division of CPS Human Resource Services, agrees to provide the following services to the City of Lodi in conjunction with the recruitment of a City Manager.

1. Establish job requirements/candidate profile
2. Prepare recruitment brochure and place advertising
3. Recruit aggressively
 - A. Identify and contact referral sources
 - B. Identify and contact potential candidates
4. Conduct Preliminary Screening
 - A. Conduct the initial resume screening
 - B. Conduct preliminary interviews
5. Prepare a report summarizing the results of the recruitment process and assist the City in the selection of finalists
6. Provide advice and assistance to the City in the design and implementation of the final selection process.
7. Perform reference checks

CITY CLERK'S NOTE: Attached is the professional services agreement and proposed recruitment schedule from CPS Executive Search. These documents pertain to Item I-5 on the August 18, 2004 City Council agenda and have been distributed to Council (at Mayor Hansen's request) for review prior to the meeting.

8. Provide other services on the terms set forth in CPS Executive Search's proposal to the City, dated August 9, 2004, attached hereto as Exhibit A.

For professional services provided under this Agreement the City of Lodi agrees to compensate CPS Executive Search \$18,000 plus reimbursement of directly related expenses for such items as travel, advertising, long-distance telephone, printing, and postage / delivery charges. Expenses will be reimbursed at actual cost. Total cost, professional fees plus expenses, shall not exceed \$25,500. Professional fees and reimbursable expense will be billed and paid monthly.

This Agreement is effective upon approval by the City Council and shall continue until all services are completed.

CITY OF LODI

NAME: _____

TITLE: _____

DATE: _____

CPS EXECUTIVE SEARCH, A DIVISION OF CPS

NAME: _____

TITLE: Executive Recruiter, Senior Manager

DATE: August 16, 2004

EXHIBIT A

August 9, 2004

Mayor Larry Hansen
City of Lodi
221 West Pine Street
Lodi, CA 95240

Dear Mayor Hansen:

Thank you for the opportunity to submit a proposal to assist the **City of Lodi** with the recruitment of a new **City Manager**. We have considerable experience in recruiting city managers in California, and would be very pleased to assist your community as well.

CPS Executive Search (formerly Shannon Executive Search), a division of CPS Human Resource Services, has provided executive recruitment and advisory services to local government clients in the western United States since 1986. The types of services we provide are as follows:

- **Executive Search:** Focusing on the recruitment and selection of city managers and other key management, professional, and technical staff.
- **Organization Development and Training:** Offering training and group facilitation for council-manager relations, team-building, organizational trouble-shooting, and staff development.
- **Human Resources Advisory Services:** Providing consulting resources in position classification and compensation analysis, civil service and merit system restructuring, and management performance assessments.

With respect to this particular assignment we possess a number of important strengths:

- **The successful completion of approximately 600 recruitments for more than 250 clients since the mid 1990's.** We have extensive experience in the recruitment of all types of local government executive and professional staff, including council/board appointed executives, department directors, and key professional and management positions.

- **We have conducted multiple recruitments for city manager and related positions.** For example, we have completed related recruitments for the Northern California cities of *Ceres, Concord, Davis, Escalon, Livingston, Sacramento, Seaside, Taft, Visalia, and West Sacramento*. Our other notable California city manager/administrator searches include *Long Beach, Newport Beach, Riverside, and Santa Barbara* among numerous others. In addition, we have successfully conducted city manager recruitments for the cities of *Chandler, Peoria, and Scottsdale, Arizona*, and have recently been selected by the *City of Dallas, Texas* to conduct the recruitment for its next City Manager.
- **We have conducted multiple recruitments for other management positions in your area.** We have conducted a number of management level recruitments for other public agencies in your region recently. For example, we have assisted *Stanislaus County* with the recruitment of its *Community Services Agency Director*; *San Joaquin County* with its *County Administrative Officer* and *Health Care Services Agency Director*; the *City of Stockton* with two *Deputy Public Works Directors*; and the *South San Joaquin Irrigation District* with its *General Manager*. Each of these recruitments were uniquely designed to fit the needs of the individual client and calculated to provide a strong, competitive pool of candidates.
- **In-depth understanding of all local government operations, programs, and services.** This understanding has been gained both as local government managers and as consultants to local governments throughout the Western United States.

CPS Executive Search understands the selection of the City Manager is a critical decision for your City and we are prepared to make the process as smooth and efficient as possible. A detailed proposal outlining our services, staff, reference sources and cost is attached for your consideration.

Again, thank you for the opportunity to be considered for this assignment. If you need additional information, please contact me at (916) 263-1401 or visit our website at www.cps.ca.gov/search.

Sincerely,

Kris Kristensen

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I. OUR APPROACH - EXECUTIVE SUMMARY

The City of Lodi is about to make a decision of great significance—the selection of a new City Manager. This decision will have a dramatic and direct impact on the development and implementation of the City's policies and services for years to come. Because this decision is so critical, CPS Executive Search has developed the most comprehensive and sophisticated executive search service available to local government today. Our unique approach to executive search includes the following features:

CITY COUNCIL INVOLVEMENT

The City Council must be intimately involved in the search for a new City Manager. For this reason, our approach assumes their direct participation in key phases of the search process, including the development of the candidate profile and recruitment strategy, the selection of final candidates, interviews with the finalists, and ultimately, the selection of a new City Manager.

CITY'S NEEDS

A critical first step in a successful executive search is for the City Council to define the professional and personal qualities required of its City Manager. To be certain this occurs, we have developed a very effective process that will permit the City to clarify the preferred future direction for the community; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the City Council wishes to establish with its City Manager; and ultimately, the professional and personal qualities that will be required of the City Manager to implement the City Council's policy direction.

AGGRESSIVE RECRUITMENT

The best City Manager candidates are often not actively seeking a new position. They may be very satisfied with their current situation, and will only consider a change if a more attractive career opportunity is presented to them. This is why we take an aggressive approach in identifying and recruiting the best available candidates.

SELECTION

The selection of the best available candidate requires the use of tools that have been specifically designed to evaluate each candidate against the personal and professional qualities identified by the City Council. For this reason, we tailor our selection techniques to the City's specific requirements. In addition, we also assume responsibility for administering the selection process for the City Council.

EMPLOYMENT AGREEMENT

One of the most sensitive parts of the selection process is frequently the development of an employment agreement with the new City Manager. If this is not done with care and precision, it can result in either losing the preferred candidate, or beginning the employment relationship in an awkward manner. To preclude this from occurring, we are available to assist the City Council and the City Manager in developing an agreement that is acceptable to both parties.

ONE-YEAR GUARANTEE

If the candidate selected and appointed by the City Council terminates employment for any reason before the completion of the first year of service, CPS Executive Search will provide the City with whatever professional services are required to appoint a replacement. Professional consulting services will be provided at no cost.

II. CONSULTANT TEAM

CPS Executive Search has assembled a uniquely qualified team of professionals to assist the City. This team possesses extensive consulting experience and a direct, in-depth understanding of local government. Each team member routinely serves as an engagement manager and personally handles every aspect of the executive search process. Kris Kristensen will lead this engagement.

KRIS KRISTENSEN

Since joining CPS Executive Search in 1998, Mr. Kristensen has assisted numerous local agencies in recruitments for a variety of executive positions including city manager, deputy city manager, police chief, community development director, information services manager, public defender, and internal audit director. He brings to each recruitment an extensive background in general management, human resources, labor relations, budgeting, finance, and organizational development along with experience in strategic planning, redevelopment, recreation, and capital projects.

Mr. Kristensen has concluded a successful 25-year management and operations career with three California cities, most recently as City Manager with the City of Woodland. An accomplished team leader, Mr. Kristensen has enhanced intergovernmental collaboration through the establishment and/or operation of three countywide joint powers authorities for workers compensation/liability insurance services, public transportation, and emergency communications/dispatch services. His management responsibilities included the recruitment and selection of over 15 top-level law enforcement, fire protection, finance, planning, engineering, parks and recreation, and library managers for the City of Woodland alone.

Mr. Kristensen obtained his Bachelor's degree from California State College, Sonoma and his Master's degree in Public Administration from the University of California, Riverside.

Mr. Kristensen has personally led city manager searches for the cities of Escalon, La Canada-Flintridge, Livingston, Seaside, and West Sacramento, CA and was active in the recent City of Chandler, AZ City Manager recruitment. In addition, Mr. Kristensen has led numerous other recruitments for Board appointed officials with counties and utility districts including San Joaquin County (County Administrator, Health Care Agency Director), South San Joaquin Irrigation District (General Manager), and Marin Municipal Water District (General Manager).

JOHN SHANNON

Mr. Shannon has thirty years of human resources management experience including twenty-four year's experience as a consultant to local, regional, and state government. During this time, numerous consulting engagements have been successfully completed for cities, counties,

educational institutions, special districts, and regional and state agencies. Mr. Shannon was a partner in another local government consulting firm for ten years prior to establishing his own firm in 1986. He began his career in key management positions with the City of Inglewood, California.

Mr. Shannon personally conducts the most sensitive and complex recruitments. During his 23 years of consulting experience, Mr. Shannon has personally completed over 100 recruitments for council/board appointed officials, including city managers, county executives, district general managers, and regional agency executives.

In addition to his extensive recruitment experience, Mr. Shannon is recognized as a national leader in human resources management. Specific areas of expertise include management compensation, performance planning and evaluation, group facilitation, strategic planning, and organization improvement.

Mr. Shannon received his Bachelor's degree from the University of California, Santa Barbara and his Master's degree in Management from the University of California, Los Angeles.

DAVID HARRIS

Throughout his 30-year career as a local government executive and executive recruiter, Mr. Harris has been involved in myriad senior management recruitments, assessment centers and other human resources related projects. Since joining CPS Executive Search in 1997, Mr. Harris has been involved as project manager in the recruitment of city managers, county executives, public safety administrators, transportation managers, finance officers, and most other city and county executive positions. He is experienced in all phases of the recruitment process.

Prior to his work with CPS Executive Search, Mr. Harris served for nearly 20 years as City Manager of Dixon, California and, prior to that, for nearly six years as Assistant City Manager of Fairfield, California. Mr. Harris was awarded the ICMA *Award of Excellence for Local Government Innovation* in 1997 and is the author of articles that have been published in state and national journals. His Bachelor's degree and Master's degree were both earned at Brigham Young University.

TERI BLACK BRANN

Ms. Black Brann manages our Los Angeles area office and has conducted a variety of local government recruitments in California, Oregon, Arizona, Colorado, and Minnesota. Over the last two years, she has successfully placed candidates in a wide array of positions including city manager, assistant and deputy city manager, police chief, police captain and lieutenant, community and economic development director, human resource director, public works director, city clerk, director of maritime, parks, recreation and neighborhood services deputy director, communications and public affairs director, librarian, director of information technology, and director of youth services, in addition to specialized support positions.

Before entering the executive search field, Ms. Black Brann enjoyed a successful 14-year career in local and federal government, serving in a number of management positions where she oversaw policing/crime prevention, communications, human resources, finance, public/legislative affairs, information technology, and strategic planning among other areas. In the Clinton Administration, Ms. Black Brann served as Chief of Staff for the Office of Community Oriented Policing Services (COPS)/U.S. Department of Justice where she ran the day-to-day and strategic operations of a \$1.9 billion federal agency.

Ms. Black Brann earned her Master of Public Administration degree from the University of Southern California. She holds a Bachelor's degree from California State University, Fullerton.

STUART SATOW

Until very recently, Mr. Satow was a fixture on television in the Sacramento region for 22 years. As a sportscaster for ABC affiliate KXTV Channel 10, Mr. Satow interviewed hundreds of management-level executives, university officials and professional and amateur athletes. He is a popular public speaker and emcee who has long been involved in community events in the Sacramento region. With a BA degree in Communication Studies from California State University, Sacramento and 27 years of experience in the communications industry, Mr. Satow is an experienced writer and interviewer who has excellent people skills and a positive track record in staff and project management.

CHRISTINE IAMS

Christine Iams has over 15 years of professional and management experience in the private and public sector, including experience in the areas of employee and management training, employee relations, classification and compensation, and employee recruitment, selection and retention. Ms. Iams has worked as a Technical Recruiter and Senior Director for a staffing organization, which recruited and placed Information Technology professionals on contract assignments. Recently, Ms. Iams was responsible for recruitment policies and procedures for the California County Departments of Social Services and Child Support Services. Since joining CPS Executive Search in 2002, Ms. Iams has been involved in numerous searches on behalf of cities, counties and other governmental organizations.

Ms. Iams has a Bachelor of Arts Degree in Telecommunications & Film from San Diego State University, with a minor in Business Administration.

III. EXECUTIVE SEARCH PROCESS IN DETAIL

The executive search process presented below is designed to provide the Mayor and City Council with the full range of services required to assure the ultimate selection of a City Manager who is uniquely suited to Lodi's needs.

PHASE I - DEVELOP CANDIDATE PROFILE AND RECRUITMENT STRATEGY

Task 1 - Review and Finalize Executive Search Process and Schedule

A critical first step in this engagement is a thorough review of the search process and schedule with the Mayor and City Council. This will ensure that the City's needs are met in the most complete manner possible.

Task 2 - Meet Individually with the Mayor and Each Council Member

As a prelude to a workshop session with the City Council, the consultant will meet individually with the Mayor and each Council Member. The purpose of these meetings is to develop individual insights regarding the community's needs, and the personal and professional characteristics desired in a City Manager.

Task 3 - Receive Input From Others

As desired by the City Council, the recruitment process can provide for the active participation of community/business leaders, department heads, employee representatives and/or others in the development of the candidate profile. The specific nature of the involvement process would be developed in consultation with the City Council. The results of the above activities will be summarized by the consultant and provided to the City Council as an additional source of information for developing the candidate profile and selection criteria.

Task 4 - Development of Candidate Profile and Recruitment Strategy

This task will be accomplished during a workshop session of approximately two hours in length involving the Mayor, Council and the consultant. This task will result in the identification of the personal and professional attributes required of the new City Manager, and include the following activities:

- The City Council will identify priorities for the new City Manager.
- The consultant will assist the City Council in identifying the conditions and challenges likely to be encountered in achieving the priorities identified above.
- The City Council will describe the type of working relationship they wish to establish with the City Manager.

- The consultant will assist the City Council in generating a list of specific competencies, experiences, and personal attributes needed by the new City Manager in light of the analyses conducted above.
- The consultant will present several recruitment and selection strategies for the City Council's consideration. The City Council will choose the recruitment and selection process most likely to produce the intended results.

Task 5 - Prepare Recruitment Brochure and Place Advertisements

Following the completion of the workshop session, text for an attractive recruitment brochure will be prepared and presented to the City Council for review prior to printing (sample copy enclosed). In addition, advertisements will be prepared and placed for publication in appropriate magazines, journals, newsletters, job bulletins, and web sites.

PHASE II - RECRUITMENT

Task 1 - Identify and Contact Potential Candidates

This very crucial task will include a variety of activities designed to attract the best available candidates. In addition to the placement of advertisements in appropriate professional journals, CPS Executive Search will:

- Utilize our expansive city manager network to tap the interest of appropriate qualified candidates. These individuals are typically contacted very soon after they have received a recruitment brochure in order to maximize the impact of the multiple contacts.
- Contact leading and respected city management professionals to request assistance in identifying outstanding potential candidates.
- Select quality candidates for consideration from past CPS Executive Search recruitments.
- Execute a direct mail campaign by distributing a copy of the recruitment brochure transmitted by personal letter to a targeted audience.
- Personally follow-up with potential candidates to explain the career opportunity, answer questions, and encourage them to submit a resume. Oftentimes this component necessitates multiple conversations with the most attractive potential candidates to peak their interest and to answer their questions.

Task 2 – Conduct Initial Screening

All resumes will be submitted directly to the consultants for initial screening. This screening process is specifically designed to assess the personal and professional attributes the City is seeking and will include:

- A thorough review of each candidate's resume and other supporting materials.
- Personal interviews with the candidates who appear to best meet the City's needs. This group typically includes approximately 12-15 candidates.

Task 3 – Mayor and City Council Select Finalists

At the conclusion of the previous tasks, the consultant will prepare a written report that summarizes the results of the recruitment process and typically recommends 5-8 candidates for further consideration by the Mayor and Council. This report will include the candidate resumes and a profile on each candidate's background. The candidate profile includes a summary of current responsibilities and an assessment of each candidate's potential fit. The consultant will meet with the Mayor and Council to review this report and to assist the Mayor and Council in selecting a group of finalists for further evaluation.

PHASE III - SELECTION

Task 1 - Design Selection Process

At the City's request, the consultant will design a selection process to be utilized by the Mayor and Council in assessing the final candidates. This process will typically include an in-depth interview with each candidate, but may also include other selection tools such as an oral presentation, preparation of written reports, and problem-solving exercises.

Task 2 - Administer Selection Process

The consultants will coordinate all aspects of the selection process for the Mayor and Council. This includes contacting both the successful and unsuccessful candidates, preparing appropriate materials, facilitating the interviews, and assisting the Mayor and Council with deliberation of the results of the interviews and other selection activities.

Task 3 - Arrange Follow-up Interviews and Conduct In-depth Reference/Background Checks

Following the completion of the selection process, the consultants will be available to schedule and coordinate follow-up interviews, and complete reference checks on the top 2-3 finalists. The in-depth reference checks are conducted in confidence and include elected officials, community leaders, peers, and subordinates. A written summary of the reference checks is provided to the Mayor and Council. We can also arrange for an optional background records check of an applicant's driving record, court and credit history, newspaper article research and other sensitive items.

Task 4 - Assist Mayor and City Council in Developing Employment Agreement

Once the City Officials have made a selection, the consultant will assist the Mayor/Council and new City Manager in developing the terms of an agreement that covers compensation and other terms and conditions of employment. This process is typically completed in collaboration with the City Attorney or other appropriate outside legal counsel.

PHASE IV - TRANSITION PLANNING PROCESS (OPTIONAL SERVICE)

Based on the parameters established in Phase I, the consultants can facilitate a workshop session involving the Mayor/Council, and the new City Manager. This session is designed to ensure that the Mayor/Council and Manager are clear about mutual expectations and will include:

- The clarification of roles between the Mayor, Council and Manager, and ways of dealing with role conflicts as they arise.
- The development of performance objectives for the City Manager for the first year.
- The development of the performance evaluation criteria for use by the Mayor/Council during the Manager's first year of service, and an evaluation framework that can be used in future years.

This exercise has been very well received by many of our clients as it has helped to get the most important working relationship in city government off to a positive start and helps to maintain a productive working relationship thereafter.

IV. REFERENCES

Listed below are reference sources for a sample of recruitments we have concluded for City Manager and related positions:

<u>Client</u>	<u>Position</u>	<u>Contact</u>
Ceres	City Manager	Tim Kerr City Manager 209 538-5700
Chandler, AZ	City Manager	Boyd Dunn Mayor 480 782-2206
Concord	City Manager	Ed James City Manager 925 671-3158
Davis*	City Manager	Susie Boyd Mayor 530 757-5602
Escalon	City Manager	Marty Van Houten Mayor 209 838-4105
Livingston	City Manager	Gurpal Samra Mayor 209 394-8041
Long Beach	City Manager	Beverly O'Neil Mayor 562 570-6801
Marin Municipal Water District	General Manager	Alex Forman Board President 415 945-1449
Peoria, AZ	City Manager	Terry Ellis City Manager 602 412-7307
Sacramento	City Manager	Bob Thomas City Manager 916 264-5704
Santa Barbara	City Administrator	Joan Kent Deputy City Administrator 805 564-5303

San Joaquin County	County Administrative Officer Health Care Services Agency Director	Don Turko Human Resources Director 209 468-3370
Scottsdale, AZ	City Manager	Neal Shearer Human Resource Service Administrator 480 312-2777
Seaside	City Manager	Jerry Smith Mayor 831 899-6700
Stanislaus County	Community Services Agency Director	Ken Patterson Director 209 558-2000
Stockton	Deputy Director/City Engineer Deputy Director/Operations & Maintenance	Jim Giottonini Public Works Director 209 937-8339
South San Joaquin Irrigation District	General Manager	Steve Stroud General Manager 209 823-3101 ext. 109
Taft	City Manager	Becky Napier City Manager 661 763-1222
West Sacramento	City Manager	Bill Kristoff Council Member, former Mayor 916 617-4500

**Recruitment conducted by consultant Teri Black Brann prior to joining CPS Executive Search*

V. PROJECT TIMING

CPS Executive Search is prepared to begin work immediately. We can complete all search activities up to and including the selection of a new City Manager in 12 to 16 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule, as quickly as possible, the initial City Council interviews and the initial workshop session with the City Council. A proposed schedule is presented below.

PROPOSED SCHEDULE

Task Name	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting to Define Candidate Profile	➤															
Place Ads and Draft Brochure		➤														
Brochure Approved and Printed			➤													
Aggressive Recruiting					➤											
Final Filing Date							➤									
Preliminary Screening								➤								
Report of Results to City Council										➤						
City Interviews													➤			
Appointment															➤	
(Weeks)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

VI. COST

FEES FOR PROFESSIONAL SERVICES

The professional fee for full consulting services is **\$18,000**. This fee covers all the consultant services associated with **Phases I, II and III** of the recruitment process, including a total of four field visits to develop the candidate profile and recruitment strategy, present the names of recommended candidates and assist the City in finalist selection, and facilitate City interviews.

Additional services beyond the scope of the proposal will be provided, upon request of the client, at the rate of \$200 per hour. These services will be defined in advance and an estimate of the total cost provided prior to beginning such services.

REIMBURSABLE EXPENSES

Actual out-of-pocket reimbursable expenses for such items as advertising, brochure printing, copying, long distance telephone, postage/delivery charges, and consultant travel.

Estimated Range **\$6,000 - \$7,500**

Professional fees and reimbursable expenses would be billed and paid monthly.

ONE-YEAR GUARANTEE

In the event the candidate selected and appointed by the City terminates employment for any reason before the completion of the first year of service, CPS Executive Search will provide the City with whatever professional services are required to appoint a replacement. Professional consulting services will be provided at no cost.

VII. OPTIONAL SERVICES

Frequently our clients require supplemental consulting services to meet the community's unique needs. With this in mind, we are prepared to provide the following optional services.

COMMUNITY INVOLVEMENT

Our clients sometimes desire input from the community in the development of the candidate profile. At the direction of the City Council, we will tailor a citizen involvement process that meets the unique needs of the community.

TRANSITION PLANNING PROCESS

Once the City Council has selected a City Manager, the relationship between City Council and Administrator is just beginning, and how it commences can affect the relationship for years to come. To be sure this relationship begins on a constructive basis, we will assist the City Council and City Manager in a transition planning process that will ensure that the City Council and City Manager are clear about mutual expectations. Specific activities include the development of performance objectives, the clarification of the City Council and City Manager roles, and the development of performance evaluation criteria for use by the City Council during the City Manager's first year of service.

COMPENSATION SURVEY

The trained compensation professionals on our staff are available to provide up-to-date and complete base salary and total compensation survey data.

PROPOSAL
to the
CITY OF LODI
to recruit a
CITY MANAGER



*241 Lathrop Way
Sacramento, CA 95815
Tel 916/263-1401
Fax 916/561-7205
Website: www.cps.ca.gov/search*

August 9, 2004

**CITY OF LODI
CITY MANAGER
PROPOSED RECRUITMENT SCHEDULE**

<u>TASK</u>	<u>COMPLETED BY</u>
1. Kickoff meetings;	
a. Initial meeting with Mayor	8/16
b. Individual City Council member interviews	8/18
c. Meet / talk with others to develop profile	8/19-23
d. Profile development meeting with City Council; finalize profile & schedule	8/24
2. Prepare and place advertising	8/25
a. Advertising appears	8/26 – 9/30
3. Recruitment brochure	
a. Draft brochure text submitted to City	8/27
b. City provides text changes	9/3
c. Brochure printed & distributed	9/10
4. Identify and contact potential candidates	9/13 – 10/8
5. Final filing date for candidates	10/15
6. Resume review and preliminary interviews	
a. Preliminary resume screening by consultant	10/18-19
b. Preliminary interviews by consultant	10/21-29
7. Meet with / present written report to City Council; Council selects finalists	11/1-5*
8. City interviews finalists; recommends top 1-2 candidates	11/15-19*
9. Consultant conducts background & reference checks on top candidates	7-10 days
10. City Council's (including Council members-elect) second interview with top candidates	11/29 – 12/3*
11. City Council makes offer appointment	12/3

*date to be determined by City



CITY CLERK'S NOTE:

This contract pertains to **ITEM I-5** on tonight's agenda. Please note that it has been amended from the earlier version provided to Council.

Executive Search

PROFESSIONAL SERVICES AGREEMENT

CPS Executive Search, a Division of CPS Human Resource Services, agrees to provide the following services to the City of Lodi in conjunction with the recruitment of a City Manager.

1. Establish job requirements/candidate profile
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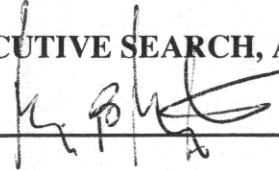
CITY OF LODI

NAME: _____

TITLE: _____

DATE: _____

CPS EXECUTIVE SEARCH, A DIVISION OF CPS

NAME:  _____

TITLE: Executive Recruiter, Senior Manager

DATE: August 16, 2004

EXHIBIT A

PROPOSAL
to the
CITY OF LODI
to recruit a
CITY MANAGER



241 Lathrop Way
Sacramento, CA 95815
Tel 916/263-1401
Fax 916/561-7205
Website: www.cps.ca.gov/search

August 9, 2004

August 9, 2004

Mayor Larry Hansen
City of Lodi
221 West Pine Street
Lodi, CA 95240

Dear Mayor Hansen:

Thank you for the opportunity to submit a proposal to assist the **City of Lodi** with the recruitment of a new **City Manager**. We have considerable experience in recruiting city managers in California, and would be very pleased to assist your community as well.

CPS Executive Search (formerly Shannon Executive Search), a division of CPS Human Resource Services, has provided executive recruitment and advisory services to local government clients in the western United States since 1986. The types of services we provide are as follows:

- **Executive Search:** Focusing on the recruitment and selection of city managers and other key management, professional, and technical staff.
- **Organization Development and Training:** Offering training and group facilitation for council-manager relations, team-building, organizational trouble-shooting, and staff development.
- **Human Resources Advisory Services:** Providing consulting resources in position classification and compensation analysis, civil service and merit system restructuring, and management performance assessments.

With respect to this particular assignment we possess a number of important strengths:

- **The successful completion of approximately 600 recruitments for more than 250 clients since the mid 1990's.** We have extensive experience in the recruitment of all types of local government executive and professional staff, including council/board appointed executives, department directors, and key professional and management positions.

- **We have conducted multiple recruitments for city manager and related positions.** For example, we have completed related recruitments for the Northern California cities of *Ceres, Concord, Davis, Escalon, Livingston, Sacramento, Seaside, Taft, Visalia, and West Sacramento*. Our other notable California city manager/administrator searches include *Long Beach, Newport Beach, Riverside, and Santa Barbara* among numerous others. In addition, we have successfully conducted city manager recruitments for the cities of *Chandler, Peoria, and Scottsdale, Arizona*, and have recently been selected by the *City of Dallas, Texas* to conduct the recruitment for its next City Manager.
- **We have conducted multiple recruitments for other management positions in your area.** We have conducted a number of management level recruitments for other public agencies in your region recently. For example, we have assisted *Stanislaus County* with the recruitment of its *Community Services Agency Director*; *San Joaquin County* with its *County Administrative Officer* and *Health Care Services Agency Director*; the *City of Stockton* with two *Deputy Public Works Directors*; and the *South San Joaquin Irrigation District* with its *General Manager*. Each of these recruitments were uniquely designed to fit the needs of the individual client and calculated to provide a strong, competitive pool of candidates.
- **In-depth understanding of all local government operations, programs, and services.** This understanding has been gained both as local government managers and as consultants to local governments throughout the Western United States.

CPS Executive Search understands the selection of the City Manager is a critical decision for your City and we are prepared to make the process as smooth and efficient as possible. A detailed proposal outlining our services, staff, reference sources and cost is attached for your consideration.

Again, thank you for the opportunity to be considered for this assignment. If you need additional information, please contact me at (916) 263-1401 or visit our website at www.cps.ca.gov/search.

Sincerely,

Kris Kristensen

I. OUR APPROACH - EXECUTIVE SUMMARY

The City of Lodi is about to make a decision of great significance—the selection of a new City Manager. This decision will have a dramatic and direct impact on the development and implementation of the City's policies and services for years to come. Because this decision is so critical, CPS Executive Search has developed the most comprehensive and sophisticated executive search service available to local government today. Our unique approach to executive search includes the following features:

CITY COUNCIL INVOLVEMENT

The City Council must be intimately involved in the search for a new City Manager. For this reason, our approach assumes their direct participation in key phases of the search process, including the development of the candidate profile and recruitment strategy, the selection of final candidates, interviews with the finalists, and ultimately, the selection of a new City Manager.

CITY'S NEEDS

A critical first step in a successful executive search is for the City Council to define the professional and personal qualities required of its City Manager. To be certain this occurs, we have developed a very effective process that will permit the City to clarify the preferred future direction for the community; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the City Council wishes to establish with its City Manager; and ultimately, the professional and personal qualities that will be required of the City Manager to implement the City Council's policy direction.

AGGRESSIVE RECRUITMENT

The best City Manager candidates are often not actively seeking a new position. They may be very satisfied with their current situation, and will only consider a change if a more attractive career opportunity is presented to them. This is why we take an aggressive approach in identifying and recruiting the best available candidates.

SELECTION

The selection of the best available candidate requires the use of tools that have been specifically designed to evaluate each candidate against the personal and professional qualities identified by the City Council. For this reason, we tailor our selection techniques to the City's specific requirements. In addition, we also assume responsibility for administering the selection process for the City Council.

EMPLOYMENT AGREEMENT

One of the most sensitive parts of the selection process is frequently the development of an employment agreement with the new City Manager. If this is not done with care and precision, it can result in either losing the preferred candidate, or beginning the employment relationship in an awkward manner. To preclude this from occurring, we are available to assist the City Council and the City Manager in developing an agreement that is acceptable to both parties.

ONE-YEAR GUARANTEE

If the candidate selected and appointed by the City Council terminates employment for any reason before the completion of the first year of service, CPS Executive Search will provide the City with whatever professional services are required to appoint a replacement. Professional consulting services will be provided at no cost.